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Report of the Executive Board of the United Nations Children's Fund on the work of its 2011 annual session*

(20-23 June 2011)

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* The present document is an advance version of the report of the Executive Board of the United Nations Children's Fund on its annual session (20-23 June 2011). The report on the first regular session (8-11 February 2011) was issued as E/2011/34 (Part I), and the report on the second regular session (12-15 September 2011) will be combined with E/2011/34 (Parts I and II) and issued in final form as *Official Records of the Economic and Social Council, 2011, Supplement No. 14* (E/2011/34/Rev.1-E/ICEF/2011/7/Rev.1).

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I. Organization of the session

A. Opening statements by the President and the Executive Director

1. The President said that in an increasingly insecure world it was more urgent than ever to make children a priority in international and national goals, plans and budgets. Highlighting several agenda items to be discussed at the session, including the draft country programme documents, the President noted how they reflect the equity approach championed by UNICEF. This approach, she said, focuses on the needs and rights of the poor, marginalized and disadvantaged populations and is critical to achieving the targets of the Millennium Declaration and Millennium Development Goals as well as national goals.

2. She noted that other key agenda items, in particular the annual report of the Executive Director: progress and achievements against the medium-term strategic plan, underlined the efforts of UNICEF to become more lean, efficient, effective and results-oriented and to work more closely with its partners, including those in the United Nations system.

3. The President added that in-depth thematic discussions of the MTSP focus areas, such as the discussion for this session on child protection from violence, protection and abuse, were helping to lay important groundwork for the preparation of the next medium-term strategic plan, 2014-2017. Commending UNICEF for its continued reporting on gender, including through the report on gender quality work in UNICEF, she said that a focus on gender issues must remain at the core of development.

4. In his opening remarks, the Executive Director commended the excellent and dedicated work of Mr. Saad Houry and Ms. Hilde Frafjord Johnson, the outgoing Deputy Executive Directors, and gave a warm welcome to Ms. Geeta Rao Gupta, the Deputy Executive Director, Programmes.

5. The Executive Director described the key priorities of UNICEF over the next few years, including the next biennium 2012-2013. One overarching area will be deepening the focus on equity — not just its formulation but its implementation in the field at country and community levels. This will involve working with partners to identify bottlenecks to reaching the hardest-to-reach populations.

6. Reaching such children, he said, has been made more difficult by the global financial crisis, as donors have cut funding and many governments have cut social spending. He said UNICEF must move forward to reflect these difficult realities, one of them being the continued decline in the core resources of UNICEF. To address the new realities, UNICEF had undertaken a budget review. It was recommended that for 2012-2013, UNICEF make a 4.2 per cent decrease in the budget covering management and a 5.3 per cent decrease in the institutional budget, compared with the budget for 2010-2011. Such cuts, he emphasized, will come mainly from headquarters areas and will not affect levels of resources for programmes.

7. In the years leading up to the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the new MTSP and the 2015 Millennium Development Goals deadline of 2015, he said UNICEF and its partners have a chance to make greater progress for children and to further

strengthen the organization. More progress is possible, for example, in the eradication of polio and in the battle against pneumonia and diarrhoea, two leading killers of children, as well as in helping countries to vaccinate their children. These efforts, he emphasized, need to be complemented by community-based initiatives that teach families how to recognize and treat these diseases and improve hygiene practices. By 2013, UNICEF and its partners aim to have made substantial progress in achieving a generation free of HIV/AIDS, including through prevention of mother-to-child transmission and reaching hard-to-reach women with antiretroviral therapy.

8. Efforts to prevent stunting and nutritional deficiencies, he said will aim to halt the damage inflicted on the physical and cognitive abilities of young children. Also emphasized will be quality education, including through such measures as expanding access to preschools, reducing school costs for families, providing children with safer places of learning, and teacher training. These measures, he emphasized, are an effective way to fight poverty, especially for girls. UNICEF will also work with partners to protect children from exploitation, violence and abuse, including by using innovative means to support birth registration and to protect children from trafficking, early marriage and other forms of exploitation. Along with these endeavours, he said, it is essential to promote universal ratification of the Convention on the Rights of the Child and its two Optional Protocols.

9. Building a better future for the world's most vulnerable children will also involve improving the quality, quantity and timeliness of data, especially through the conducting of UNICEF Multiple Indicator Cluster Surveys of households. UNICEF, he noted, had been working on a new concept built around Strategic Result Areas through which progress in crucial issues that need addressing — such as vaccination, reducing stunting or improving teacher training — is assessed with partners and key bottlenecks are removed. He said that more reporting on this innovation would be shared with the Executive Board at the second regular session of 2011.

10. A better UNICEF, he said, needs to be even more rapidly responsive to emergencies, strengthening its role as cluster lead in its areas of responsibility. Efforts have been made to improve newly created Rapid Response Teams.

11. He cited several initiatives under way to make UNICEF more efficient. These include the adoption of International Public Sector Accounting Standards (IPSAS), which will enable UNICEF to make better decisions on how to allocate resources and to realize greater efficiencies and savings. UNICEF is also committed to becoming even more transparent. The organization will, for example, publicize the prices it pays for vaccines.

12. A better UNICEF, he said, is also committed to strengthening partnerships — with its sister agencies in the United Nations, with entities such as the World Bank and with the private sector. UNICEF strives to be a leader in United Nations system-wide coherence.

13. The Executive Director ended his statement with a call for donors to support the organization's efforts to obtain additional core resources, which he said are fundamental to securing results for children. UNICEF will continue to work closely with National Committees for UNICEF on this important goal.

B. Adoption of the agenda

14. The Executive Board adopted the agenda, timetable and organization of work (E/ICEF/2011/8) of the session.

15. In accordance with rule 50.2 of the rules of procedure, the Secretary of the Executive Board announced that credentials had been submitted by 51 observer delegations, 1 United Nations body, 3 intergovernmental organizations, the Standing Group of National Committees for UNICEF and 3 non-governmental organizations (NGOs).

II. Deliberations of the Executive Board

A. Annual report of the Executive Director: progress and achievements against the medium-term strategic plan, 2006-2013

16. The Director of the Division of Policy and Practice introduced the report (E/ICEF/2011/9). He noted that the data companion to the annual report had been expanded to contain indicators against the organizational targets and cross-cutting strategies, as well as information on key performance indicators of efficiency in UNICEF.

17. Delegations welcomed the annual report as being comprehensive and results-based. Several recommended that future reports better demonstrate the contribution of UNICEF to results achieved at the national level. Future reports, it was said, should focus more on lessons learned and correlating results more closely to the medium-term strategic plan (MTSP), including reporting on the baseline data of the MTSP. It was also recommended that the next MTSP (for 2014-2017) have a more robust results framework. Delegations noted that reporting needs to be based on up-to-date evidence, with some emphasizing the need for closer cooperation with national statistical offices.

18. Delegations made specific comments praising the work of UNICEF in all five focus areas, cross-cutting areas and humanitarian work, with many delegations requesting more information on specific areas of concern to them.

19. Delegations that intervened expressed unanimous approval for the equity approach promoted by UNICEF. This focus, it was noted, was closely linked to the human rights-based approach to programming and will make a strong contribution to achievement of the Millennium Development Goals targeted for achievement in 2015. UNICEF was requested by one speaker to provide more information on the results of the equity focus and how it would be applied in the United Nations system.

20. Also welcomed was the commitment of UNICEF to United Nations system-wide coherence, including Delivering as One. In this regard, it was suggested by some that the harmonization process be accelerated and strengthened.

21. A number of delegations encouraged UNICEF to increase its efforts in key areas, including humanitarian work. On cluster work, several speakers recommended that UNICEF look more closely into challenges in coordination of clusters, cluster leadership and the division of labour among agencies, in pursuit of

stronger coordination and accountability. Improved efforts, they said, would involve deploying the best-qualified staff in a more timely fashion. UNICEF was encouraged to work more closely with the United Nations Office for the Coordination of Humanitarian Affairs and other partners to implement the decision of the Inter-Agency Standing Committee to improve coordination and results.

22. The delegation of Japan thanked UNICEF, the National Committees for UNICEF and others for their support in the aftermath of the earthquake that hit that country on 11 March 2011. UNICEF was praised for its work in providing humanitarian aid to children and women affected by political change and was encouraged to share information on lessons learned in Haiti and Pakistan. One delegation said it would be useful for the Executive Board to have a more thorough discussion on humanitarian work, including system-wide coordination.

23. Another key area of discussion was gender. Delegations applauded the increasing efforts of UNICEF to promote gender equality throughout the organization and in country programmes. It was recommended that UNICEF redouble its efforts to increase the percentage of new country programmes that meet the standards for gender mainstreaming to a level above the reported 57 per cent. In addition, UNICEF was requested to mainstream gender equality results under each focus area in the next annual report and to further cooperate with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women).

24. UNICEF was praised for its efforts to improve organizational efficiency and impact. Delegations asked for more information on Enterprise Risk Management and commended UNICEF for the increased efforts in ensuring the transparency of vaccine supply. Delegations also welcomed the Executive Director's support for reducing the organization's costs without reducing the level of programme funding. UNICEF was requested to ensure an adequate representation of programme countries in the hiring of staff.

25. Delegations welcomed the stronger emphasis placed by UNICEF on evaluation and audit. Some speakers suggested that evaluation receive additional human resources and other support. It was also suggested that a more systematic use of evaluation be made to analyse results. Regarding internal audit, some delegations requested UNICEF to allow wider access to internal audit reports.

26. UNICEF was commended for its focus on middle-income countries and least developed countries, particularly in the area of investment in nutrition. Some delegations recommended that UNICEF incorporate provisions of the Programme of Action for the Least Developed Countries for the Decade 2011-2020, which had been adopted by the General Assembly in its resolution 65/280 of 17 June 2011, into UNICEF results frameworks and the MTSP for 2014-2017, as appropriate. It was also important, delegations noted, to continue to support South-South cooperation and to focus more intently on adolescents and youths, children with disabilities and the implications of climate change for children.

27. UNICEF was encouraged to work more closely with partners, including those in the United Nations system and the private sector, the World Bank and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

28. Delegations underscored the need to reverse the trend of decreasing levels of regular resources income, the core funding of UNICEF. A number of speakers urged donors to increase their regular resources contributions to UNICEF and requested

UNICEF to look for new sources of funding, including from domestic resource mobilization and from emerging economies.

29. Delegations expressed their strong appreciation for the work of outgoing Deputy Executive Directors Mr. Saad Houry and Ms. Hilde Frafjord Johnson. They welcomed Ms. Geeta Rao Gupta, as the new Deputy Executive Director, Programmes.

30. The Executive Director thanked the delegations for their comments and their statements of support for increasing the core resources of UNICEF. He expressed his appreciation to the Standing Group of National Committees for their excellent work and the renewed cooperation with UNICEF.

31. The Deputy Director, Policy and Practice, responding to questions and comments, thanked delegations for their valuable feedback, noting how it would improve the achievement of and reporting on results for children.

32. The Executive Board adopted decision 2011/12.

B. Report on progress of gender equality work in UNICEF

33. The Executive Board had before it document E/ICEF/2011/10. The Director of the Division of Policy and Practice introduced the agenda item.

34. Delegations expressed their support of the systematic efforts of UNICEF to improve gender equality, within the organization and in its work, welcomed mainstreaming efforts to enhance the synergy between its gender equality policy and the refocused equity approach. Delegations praised the UNICEF strategic priority action plan for gender equality, the establishment of the high-level gender equality task force, the development of the Gender Equality Marker (GEM) as a resource-monitoring tool, increased collection of sex-disaggregated data and strengthened partnerships and cooperation with United Nations system agencies, notably UN-Women. Delegations noted that gender equality was an essential human right and a key cross-cutting issue of development cooperation. Many welcomed that it was gaining greater attention within the United Nations development activities, expressing hope that enhanced coordination and sharing of experiences would increase synergies and efficiency in utilization of resources. Some delegations reiterated their request that the Executive Board discuss progress in UNICEF gender equality work every year at the annual session.

35. Delegations urged UNICEF to continue efforts to enhance quality assurance and monitoring, especially in the field; add a gender component as a mandatory training requirement for all staff; address the representation of women in senior positions with UNICEF; and include in future gender equality reports project outcomes and impact in the field. They noted that future reports would benefit from a clearer description of how implemented measures have led to results in the field and of how senior management made sure that disaggregated data are used to contribute to gender equality. Some stressed the importance of engaging men and boys in attaining gender equality as well as empowerment of woman, particularly mainstreaming girls' access to education, and inquired whether a mechanism had been established to address it systematically in the policy dialogue at country level. Others noted that large numbers of girls were involved in armed conflict and urged

UNICEF to continue to take gender into account in its disarmament and reintegration programmes.

36. Delegations urged UNICEF to continue to address persistent gaps in the analysis and use of sex-disaggregated data, particularly at country level, to learn more about intersections between gender and other forms of discrimination. Others, noting with concern that the percentage of country programme documents that met organizational standards for gender mainstreaming had decreased over the past year and that reporting on sex-disaggregated data was uneven across the MTSP focus areas, asked to learn more about UNICEF plans to strengthen analysis and use of such data and whether the GEM would be applied to monitor progress and results. Some delegations, noting the importance of integrating gender mainstreaming into performance management processes, inquired about accountability mechanisms and staffing levels with regard to gender expertise at regional and country levels. Others noted that it would be useful to develop more indicators that measured change rather than activities and inquired about UNICEF strategies for supporting government and civil-society partners in gender mainstreaming.

37. The Executive Director, in response, noted that gender equality was a key priority for UNICEF. However, while the organization was showing leadership within the United Nations family, the progress was not nearly fast enough and there were a number of areas to improve performance. The Director, Policy and Practice, noted that UNICEF would strive to report the impact of its gender equality work in the annual report of the Executive Director and put additional effort into disaggregating targets and indicators in the updated results framework of the MTSP and other reporting mechanisms. He explained that the GEM did not track development result but would help to identify key results that focused particularly on gender equality; he reported that the UNICEF GEM was being considered as a starting model for an inter-agency gender marker, within a process led by UN-Women.

38. The Director acknowledged that UNICEF had identified as critical issues in strengthening its work in advancing gender equality the engagement of men and boys, particularly at country level, and the use of disaggregated data. He reported that UNICEF would soon release a detailed analysis undertaken on a number of indicators of the ChildInfo database, which would be used to promote a more systematic use of gender-equality data by programme countries through UNICEF-assisted country programmes. He took note of other comments made by delegations, including joint work and coordination within the United Nations system, gender issues in post-conflict situations, and advocating with national partners and supporting policy development processes from a gender perspective. He concluded that UNICEF would continue to accelerate implementation of its gender policy and strategic priority action plan, with expected commensurate results and impact in the field.

39. The Executive Board adopted decision 2011/13 (see annex).

C. Report of the Office of Ethics

40. The Executive Board had before it document E/ICEF/2011/11. The Principal Adviser, Ethics, introduced the agenda item.

41. Delegations expressed their support for the Ethics Office and welcomed its efforts, including through training and outreach, to contribute to a culture of integrity and accountability at UNICEF. Stressing financial disclosure as a vital tool for avoiding conflicts of interest among staff, delegations welcomed the high compliance with the programme and urged the Ethics Office to ensure its continued success.

42. Noting that thorough reporting on financial disclosures would help build confidence in its capacity to identify and address conflicts of interest, delegations requested to see more detailed reporting on the actual number of cases requiring investigation or remedial action in future reports. Several delegations encouraged UNICEF to publicly disclose the financial and outside interests of senior staff to the extent possible under United Nations regulations.

43. Delegations welcomed the commitment of UNICEF to credible whistle-blower protections, emphasizing maximum transparency and impartiality in handling complaints of retaliation, and encouraged the organization to strengthen implementation of the policy. Some inquired how protection requests were handled when not covered by the whistle-blower policy. Others expressed concern about the lack of confidence in the protection against retaliation as observed in a recent internal audit on promoting ethics and UNICEF values in country offices, and inquired whether there was a follow-up to the audit report. Some asked whether the current capacity of the Ethics Office was sufficient to address ethics issues within UNICEF.

44. In response, the Executive Director confirmed the financial disclosure programme was extremely important for public confidence in UNICEF, and noted that the Ethics Office was revising disclosure policies to ensure greater transparency. He stressed his support for the whistle-blower policy and said he would make sure protections are in place. Acknowledging the remark about whether the Ethics Office is sufficiently staffed, he confirmed that he would consider requests for additional staff.

45. The Principal Adviser, Ethics, referring to the audit results, noted that it was unclear whether there was a lack of confidence or lack of awareness of the protection policy, and stated that her office would be increasing publicity of the programme in the future. Stressing that good protection and disclosure systems were in place at UNICEF, she noted that the Ethics Office was now moving to better analysis of the issues reported and their resolution. She reported that her staff was small but received tremendous support in their work from other parts of the organization, including the Office of Internal Audit and the Division of Human Resources.

46. The Executive Board adopted decision 2011/7 (see annex).

D. Proposals for UNICEF programme cooperation

(a) Approval of the revised common country programme document for the United Republic of Tanzania

47. The Executive Board had discussed the draft common country programme document for the United Republic of Tanzania (DP/FPA-ICEF-WFP/DCCP/2011/TZA/1) at its 2011 first regular session. As there were no requests from

Executive Board delegations informing the Secretariat in writing that they wished to further discuss the document, the Executive Board approved the UNICEF component on a no-objection basis.

48. The representative of the United Republic of Tanzania thanked all partners who had supported the finalization of the common country programme document (CCPD), making it a dynamic document that reflected a change in direction by the United Nations in doing business in his country. He said that the process had demonstrated that the reforms under Delivering as One had provided lessons in enhancing the effectiveness of development assistance that were worth putting into practice elsewhere.

49. One speaker, intervening on behalf of 15 delegations, emphasized the importance of developing a lessons learned exercise regarding the CCPD for the United Republic of Tanzania and future CCPD. The delegation asked to hear about how this process can be streamlined and how it can strengthen partnerships within the United Nations. The delegation requested information on progress on Delivering as One to date, saying that this would be particularly useful for the consideration of the CCPD for Albania and other countries in future sessions.

(b) Draft country and common country programme documents

50. The President announced that the Executive Board would consider 26 draft country and common country programme documents. She said that in accordance with Executive Board decision 2008/17, the Executive Board was also being informed of the reasons for deferment of the presentation of 15 other draft country programme documents (CPDs) from the annual session to the second regular session, as contained in document E/ICEF/2011/CRP.11.

51. The Director, Programmes, gave an overview of the proposed country programmes, presenting them within the context of accelerating achievement of the Millennium Development Goals and the UNICEF equity strategy. He noted that the country programme documents promoted national and subnational policies that forged pro-equity strategies to overcome disparities and, depending on the context, articulated a combination of approaches for achieving equity-focused results.

Americas and the Caribbean

52. The Regional Director provided an overview of the four draft country programme documents and one multi-country programme document before the Executive Board: Chile (E/ICEF/2011/P/L.15), Eastern Caribbean multi-country programme (E/ICEF/2011/P/L.16), El Salvador, Honduras and Jamaica (E/ICEF/2011/P/L.17, E/ICEF/2011/P/L.19 and E/ICEF/2011/P/L.20).

53. Representatives of Antigua and Barbuda (speaking on behalf of the participants in the Eastern Caribbean multi-country programme), Chile, El Salvador, Honduras and Jamaica welcomed the strong partnership with UNICEF. UNICEF was acknowledged for assisting Governments to achieve equity, inclusion and poverty reduction, especially for those who are poor, marginalized, or vulnerable, including indigenous people of African descent, and persons with disabilities. Speakers pointed to significant progress achieved in their countries in several areas, notably child and adolescent health, protection and education, capacity-building, the rights of children and social policies. In addition, they highlighted major challenges

with regard to poverty and inequality, monitoring of effective policies and programmes that would address the needs of all children, including the most disadvantaged, malnutrition, low levels of school attendance in rural areas, child labour and the worrying rate of new infections of HIV among adolescents and young people.

54. One representative emphasized the work planned to mainstream gender into all programme components. Praise was also given for the work of UNICEF and its partners to respond to natural disasters, including the 2010 earthquake and tsunami that hit Chile and the drought in Guatemala.

55. Several representatives welcomed the importance the draft CPDs being aligned with local realities, priorities, and country ownership, and stressed the importance of South-South cooperation. Three representatives commended the work of UNICEF in middle-income countries and emphasized the need to allocate enough resources to allow these countries to sustain and build on progress made, including in achieving the Millennium Development Goals.

56. One delegation spoke on the draft CPD for Honduras, encouraging UNICEF to strengthen implementation of the rights of indigenous and Afro-Honduran children and children with disabilities. The delegation cautioned that the expected results may be ambitious, given the resources, especially in education. UNICEF was encouraged to cooperate more closely with United Nations agencies and other partners.

57. In responding to comments, the Regional Director emphasized that UNICEF was committed to working with partners in a range of countries, from poor to middle-income, focusing in particular on marginalized populations. All CPDs, he said, were emphasizing national ownership and capacity-building, including capacity for disaster response. He noted that in Honduras UNICEF was supporting the Government's goals in education, and that UNICEF counted on the support of all partners to make firm progress.

Central and Eastern Europe and the Commonwealth of Independent States

58. The Regional Director provided an overview of the documents before the Executive Board: one draft common country programme document for Albania (DP/FPA/OPS-ICEF/DCCP/2011/ALB/1 and Corr.1); three draft country programme documents: Kyrgyzstan, Montenegro and Ukraine (E/ICEF/2011/P/L.2 through E/ICEF/2011/P/L.4); and a recommendation for funding from other resources only, for Croatia (E/ICEF/2011/P/L.1).

59. The representatives of Albania, Croatia, Kyrgyzstan, Montenegro, Ukraine and other delegations from the region expressed their appreciation to UNICEF for its high level of cooperation. The representatives of the countries presenting new proposals to the Executive Board emphasized the importance of work being done to promote equality, inclusion and protection of vulnerable boys and girls, including the provision of quality health and basic social services. UNICEF was thanked for its support in implementing the Convention on the Rights of the Child and in achieving the Millennium Development Goals. UNICEF was also commended for the alignment of the country programmes with national priorities and the United Nations development assistance or partnership frameworks.

60. The representative of Albania said that the draft CCPD for 2012-2014 represented the second cycle of cooperation of the Government with One United Nations agencies. Outlining the aims of the proposed programme, the representative underlined the importance of Delivering as One, noting that it had brought increased coherence in programming, in close coordination with the Government, which gladly claimed ownership over United Nations assistance.

61. The representative of Croatia noted that its programme for 2012-2016 would concentrate foremost on fulfilling the rights of children, especially through child protection and young child development, with a focus on children who are Roma, have disabilities, are in contact with the justice system or are victims of violence, abuse and neglect.

62. The representative of Kyrgyzstan thanked UNICEF for its humanitarian assistance during the conflict of 2010 and noted that the proposed programme for 2012-2016 would support government and civil society efforts to increase equity and social inclusion for children who live in poverty, need protection and are at risk of ethnic violence, so that children can exercise their rights.

63. The representative of Montenegro noted that the main components of the proposed programme for 2012-2016 were child protection and social inclusion, as well as children's rights, and policy and planning with a focus on equity, inclusion and the protection of vulnerable girls and boys.

64. The representative of Ukraine said that the prevention and treatment of HIV/AIDS was a top priority, on which Ukraine had already achieved positive results. With the assistance of UNICEF, progress had been made towards the goal of universal access to treatment, care and support of HIV-affected children, and in prevention of mother-to-child transmission.

65. Two delegations commended UNICEF for its rapid humanitarian support during the 2010 conflict in Kyrgyzstan. They praised the draft CPDs for Kyrgyzstan and Ukraine and the work being done by UNICEF to support the priorities of those countries, including in children's and women's health, food security, preschool education, strengthening social programmes and combating HIV/AIDS. One of the delegations recommended that conflict-sensitive programme management be integrated throughout the programme in Kyrgyzstan and that UNICEF provide more information on planned synergies with the United Nations Population Fund in reproductive health.

66. The Regional Director thanked the delegations for their substantive and comprehensive comments. He said he agreed about the importance of addressing HIV/AIDS in Ukraine. It was one area in which achievement of the Millennium Development Goal needed priority attention.

East Asia and the Pacific

67. The Regional Director provided an overview of three draft country programme documents before the Executive Board: the Lao People's Democratic Republic, Mongolia and the Philippines (E/ICEF/2011/P/L.5 through E/ICEF/2011/P/L.7).

68. The representatives of the Lao People's Democratic Republic and Mongolia expressed their appreciation for the cooperation with UNICEF and for the support of donors and other partners. They emphasized that the draft CPDs had been prepared

in a consultative manner and were aligned with the Millennium Development Goals, the United Nations Development Assistance Framework (UNDAF) and national priorities.

69. The representative of the Lao People's Democratic Republic said that the programme for 2012-2015 will address priority areas such as health and nutrition, water, sanitation, hygiene, education, child protection and social policy. It was crucial, the representative said, to receive continued support to achieve Goals 4 and 5.

70. The representative of Mongolia said that the proposed programme for 2012-2016 centred on the two components of social policy: (a) investment in and advocacy for children's rights; and (b) integrated and inclusive interventions aiming to reach children most affected by disparities with cost-effective social services. The programme aimed to ensure that vulnerable children in particular benefited from the allocation of adequate resources.

71. The Regional Director emphasized the commitment of the Governments to an equity-focused development agenda and to a strong partnership with UNICEF. She added that the Governments had a strong sense of national ownership of the programmes.

Eastern and Southern Africa

72. The Regional Director provided an overview of two draft country programme documents before the Executive Board: Ethiopia and Zimbabwe (E/ICEF/2011/P/L.8 and E/ICEF/2011/P/L.9 and Corr.1).

73. The representatives of Ethiopia and Zimbabwe expressed appreciation for the good relationship with the organization and emphasized the commitment of their respective countries to their programmes of cooperation with UNICEF. The representative of Ethiopia noted that his country, as a "self-starter" Delivering as One country, was establishing structures and mechanisms to enhance United Nations reform in support of national priorities.

74. Delegations noted with approval that both programmes were aligned with the national priorities and strategies of the Governments. One delegation encouraged UNICEF to include gender-based violence and corporal punishment within an education context in the summary results matrices of the draft CPDs for Ethiopia and for Zimbabwe.

75. On Ethiopia, one delegation enquired about the lessons learned in decentralized planning and capacity-building for emergency response. Another delegation noted the low primary school net enrolment and low birth registration rates. The delegation welcomed the interventions to address these and other challenges, particularly for girls, such as female genital cutting, sexual violence and early marriage. One speaker recommended that the UNICEF results framework more closely follow the logic of the UNDAF. Another speaker said that environmental sustainability considerations should be integrated into UNICEF programmes.

76. On Zimbabwe, delegations recognized the good work being done in education and gender mainstreaming, despite a dearth of resources. UNICEF was urged to continue to address discrimination, particularly through the renewed focus on

equity. One delegation expressed appreciation for the organization's work in HIV/AIDS, particularly in the procurement of drugs, and urged UNICEF to increase its focus on the strengthening of the health system, nutrition and HIV interventions.

77. In response, the Regional Director noted that delegations had raised important issues. He said that, as delegations had recommended, UNICEF would continue to build on lessons learned, focusing on capacity-building, establishing an evidence base and addressing bottlenecks, as well as integrating a gender dimension and risk analysis into all aspects of programme work. He noted that in Ethiopia UNICEF had aligned its results framework with that of the UNDAF and would continue to align its interventions with national priorities and major development programmes and strategies.

Middle East and North Africa

78. The Regional Director provided an overview of one draft country programme document before the Executive Board: Morocco (E/ICEF/2011/P/L.10). In addition, there was a recommendation for funding from other resources only, for Oman (E/ICEF/2011/P/L.11).

79. The representative of Morocco expressed appreciation for the good relationship of his country with UNICEF, particularly in achievement of the Millennium Development Goals, and for the increase in resources for the proposed country programme compared to those allocated to the previous one. The representative described the priorities of the new programme and asked UNICEF several questions about the draft CPD: whether the budget should be broken down by geographic areas rather than by issues; about the wording regarding community development plans; and about the involvement of vulnerable groups in emergency preparedness plans and whether UNICEF had undertaken such plans and projects in cooperation with the Government.

80. One delegation praised the participatory process that had led to the development of the UNDAF and draft CPD for Morocco in close cooperation with the Government. As a result, the delegation said, Moroccan partners had taken ownership of the programme, which aimed to create a protective environment conducive to equity for all children in the country. The delegation expressed the hope that United Nations partners would take advantage of the new initiatives of the UNDAF to enhance coordination and synergy.

81. In response, the Regional Director expressed appreciation for the support received from partners at the country level and said she would confer with the representative of Morocco on the questions regarding programme budgeting and the preparation for humanitarian assistance.

South Asia

82. The Regional Director provided an overview of one draft country programme document before the Executive Board: Bangladesh (E/ICEF/2011/P/L.14).

83. The representative of Bangladesh said that the draft CPD had been prepared through a consultative process under the leadership of the Government and was designed to achieve results for the poorest children and their families and communities. The document reflects the areas in which UNICEF has a distinct advantage in the United Nations system and aims to achieve the Millennium

Development Goals as reflected in the UNDAF. The representative recommended that UNICEF work with the Government and stakeholders to ensure that the revised CPD contributes towards the aspirations of the people of Bangladesh, is aligned with the principles of the joint cooperation strategy with the Government, and incorporates close cooperation with UN-Women.

84. One delegation praised UNICEF and the Government for the consultative process behind the draft CPD and for its reflection of the equity approach. The delegation noted that there could be a clearer linkage to the MTSP and its key result areas and asked whether a gender review had been carried out. In addition, the delegation inquired whether there were sufficient resources to carry out the goals of the programme.

85. The Regional Director, responding to what he said were valuable comments, noted that UNICEF would work with government and other partners in Bangladesh to ensure clear linkages of the draft CPD result areas with those of the MTSP. Responding to the question on how such excellent results were achieved in birth registration and how they could be replicated, he said the initiative was a joint initiative of the United Nations led by the Government, which showed strong commitment. This commitment, he said, was also evident in the development of an action plan to address the recommendations of the Committee on the Rights of the Child. Regarding the budget, he said that the funding ceiling, though ambitious, was realistic, given the needs of the country and the possibility of enhanced funding.

West and Central Africa

86. The Regional Director provided an overview of eight draft country programme documents before the Executive Board: Central African Republic, Chad, Gabon, Gambia, Ghana, Mauritania, Sao Tome and Principe, and Senegal (E/ICEF/2011/P/L.21 through E/ICEF/2011/P/L.28).

87. The representatives of Chad, Gabon, Ghana, Mauritania and Senegal expressed their appreciation for the good relationship they have with UNICEF. The representative of Chad reported that his Government had adopted national policies favourable to promoting and protecting the rights of children and women and had made significant efforts to establish appropriate mechanisms and structures in health and education. The representative of Gabon reported that his Government intended to establish, with the assistance of UNICEF, a national framework for social protection for the most vulnerable children and their mothers, including in emergencies. The representative of Ghana expressed appreciation for the field visit made to Ghana by delegations of the Executive Board from 9 to 14 May 2011. She noted that the assistance of UNICEF in strengthening national capacities in health care, nutrition, water and sanitation, education and protection had contributed to the ability of Ghana to achieve a number of Millennium Development Goals. The representative of Mauritania noted that his country was prepared to consolidate its cooperation with UNICEF.

88. One delegation favourably assessed the draft CPDs for Gambia, Mauritania and Senegal but raised the issue of sustainability of some activities and the division of labour among the various stakeholders. Emphasizing the importance of breastfeeding to child survival, the delegation suggested including child survival and development in the country programme for Mauritania.

89. In response, the Regional Director thanked the delegations for their comments, including those on importance of focusing on disparities, poverty and exclusion, child survival and development, health and nutrition, and the demobilization of children. He said that the questions and concerns of the delegations demonstrated a high level of cooperation and understanding.

90. The Executive Board adopted decision 2011/8 (see annex).

(c) Extensions of ongoing country programmes

91. In accordance with decision 2009/11, the Executive Board was informed of the one-year extensions of seven ongoing country programmes that were approved by the Executive Director. Those countries are the following: Belize, Bhutan, Guinea, Haiti, Madagascar, Republic of Moldova and Tunisia. The Executive Board was requested to approve the second consecutive one-year extension of the country programme for South Africa and the two-year extension of the country programme for Paraguay.

92. The Executive Board adopted decision 2011/19 (see annex).

E. Reports of the field visits of the Executive Board

(a) Report of the field visit to the Plurinational State of Bolivia by members of the Bureau of the Executive Board, 11-15 April 2011

93. The report (E/ICEF/2011/CRP.12) was introduced by Ms. Gillian Joseph, Vice-President of the Executive Board representing the Group of Latin American and Caribbean States. The Vice-President noted that the field visit, which concentrated on field trips to programme sites in and around La Paz and the province of Cochabamba, showed the progress made in promoting the equity approach in accordance with Government priorities, policies and plans. UNICEF was working with a range of partners, including government and community groups at the local level and members of the United Nations system, to address inequities and widen access to quality social services. These endeavours were benefiting the poorest and most vulnerable in society. Progress was also evident in strengthening the formulation and implementation of public policies in favour f children and women and in strengthening the evidence base for successful programming. It was recommended that UNICEF further systematise its work, strengthen the evidence base, and cooperate more strategically with partners.

(b) Report of the joint field visit to the Republic of the Philippines by members of the Executive Boards of UNDP, UNFPA, UNICEF and the World Food Programme, 26 March to 2 April 2011

94. Following introductory remarks by Ms. Janet Karim on behalf of H.E. Mr. Brian G. Bowler, Permanent Representative of Malawi to the United Nations, who led the delegation to the Philippines, the Chief Rapporteur of the field visit, Mr. Noel Gonzalez-Segura, Second Secretary of the Permanent Mission of Mexico to the United Nations, introduced the report (E/ICEF/2011/CRP.13 and Corr.1).

95. Ms. Janet Karim noted that the joint field visit allowed the delegation to gain a first-hand understanding of the programmes of the United Nations agencies at the

country level and that the delegation was highly impressed by the work UNICEF was accomplishing in the Philippines. It was noted that the delegation expressed its gratitude to the Government of the Philippines for opportunities of substantial dialogue with senior officials and to the United Nations country team for the carefully prepared visit.

96. Mr. Gonzalez-Segura reported that the delegation had learned about the social-economic complexity of the situation and that averages of developmental indicators often concealed great disparities within the country. He said the report concluded that continued United Nations support in development was needed in the Philippines.

97. The representative of the Republic of Korea, who participated in the visit, noted that tens of thousands of children were still unable to receive a basic level of care and protection in the country. Such children included those who were displaced because of conflict. The security situation remained tense, he said, noting that the operational environment of the United Nations agencies was fluid, with UNICEF providing nutrition packages to seriously malnourished children, operating child-friendly spaces, and providing safe drinking water and sanitation units.

(c) Report of the field visit to Ghana by members of the Executive Board, 9 to 13 May 2011

98. The report (E/ICEF/2011/CRP.14) was introduced by Ms. Gail Farngalo, Counsellor of the Permanent Mission of Liberia to the United Nations. She expressed gratitude to the Government of Ghana and the UNICEF country office for organizing the field visit and noted that the programme of visit, prepared at relatively short notice, allowed the delegation to hold discussions with many stakeholders at national, regional and local levels. The delegation members were thus able to gain an impression of the situation of children and women in urban and rural areas, she said.

99. Witnessing the reality of UNICEF development activities at country level, the delegation observed significant pockets of poverty with considerable disparities in health care, nutrition, education and child protection. She concluded that the delegation believed the UNICEF country programme, in focusing on disparities, would assist Ghana, which has become a middle-income country, to tackle the most important challenges for the children and women of Ghana.

F. Address by the Chairperson of the UNICEF Global Staff Association

100. The new chairperson of the UNICEF Global Staff Association underlined the commitment of UNICEF staff to the organization's mandate. He noted some key concerns and challenges, such as staff safety and security, hazard pay in high-risk areas and rest and recuperation in hardship duty areas, as well as issues related to staff recruitment and job insecurity due to the funding situation of UNICEF. The chairperson underlined the fact that disparities existed within the organization, particularly between national and international staff. He said that the disparities relating to salaries, working conditions and education grants needed to be addressed. He concluded by saying that UNICEF staff members were looking to the Executive Director to champion their cause.

101. In response, the Executive Director welcomed the new chairperson to the post, noting he was the second to be elected from the field. He said UNICEF would, operating within the rules of the United Nations system, seek to find a practical way to reduce the disparities between national and international staff.

G. Other matters

102. The Secretary of the Executive Board introduced the provisional list of agenda items for the 2011 second regular session of the Executive Board, scheduled to take place from 12 to 15 September.

Thematic discussion on results and lessons learned in focus area 4 of the medium-term strategic plan: child protection from violence, exploitation and abuse

103. Following an introduction by the Director, Programmes, the Chief of the Child Protection Section in Programme Division presented the background document prepared for the discussion.

104. Delegations expressed their gratitude for the in-depth discussion, noting that child protection was central to the mandate of UNICEF and the achievement of the Millennium Development Goals. Acknowledging the complexity of the issue, which affected developing and developed countries alike, delegations noted that child protection should be considered holistically and within the context of the organization's renewed focus on equity. Many noted that child protection required addressing root causes and social norms that were harmful for children. These included corporal punishment and issues particularly affecting girls, such as female genital cutting.

105. Many delegations stressed the need to develop robust protection systems, particularly in humanitarian situations and armed conflict, and to strengthen protection mechanisms, including psychosocial counselling. Some stressed the need to encourage and support social protection legislation, including for adolescents and for migrant and refugee children in a range of areas including juvenile justice, health and education. The emphasis, they said, needed to be placed on prevention and on promoting a protective environment for children. Many delegations emphasized that the importance of birth registration in that regard.

106. Delegations praised UNICEF efforts in achieving universal ratification of the Optional Protocols to the Convention on the Rights of the Child. They noted with appreciation the leadership of UNICEF in child protection within the United Nations system, including in relation to Security Council resolutions 1612 (2005), 1882 (2009), 1888 (2009) and 1960 (2010), as well as the initiative of UNICEF to establish a common system for the Monitoring and Reporting Mechanism in the field. Many commended the collaboration of UNICEF with the Secretary-General's Special Representatives for children in armed conflict and for violence against children.

107. Noting the limited data available on child protection, many delegations called for more research in various areas, such as gender-specific vulnerabilities of girls and boys, particularly related to sexual violence, and the impact of organized crime on children. One delegation enquired about lessons drawn from the 2010 UNICEF analysis of key child protection issues in 53 countries. Delegations also enquired

about monitoring, gender mainstreaming, collecting and reporting sex-disaggregated data, and updating indicators and key result areas in child protection. Also stressed was the importance of partnerships, including with UN-Women, as well as multisectoral cooperation and sharing of good practices in child protection.

108. Another delegation noted with concern that child protection had seen a decrease in the amount of resources allocated to it in the budget of UNICEF. Others enquired about UNICEF plans for increasing human resources and about the field capacity of the organization in humanitarian situations.

109. In response, the Executive Director noted that protection was integral to the equity agenda worldwide. He stressed that the most effective UNICEF work in child protection was in terms of systems and legal frameworks rather than specific projects on the ground, and highlighted the importance of birth registration, which had an enormous implication in many areas. Noting the growing UNICEF involvement in the Monitoring and Reporting Mechanism, he said the question of resources was increasingly an issue.

110. The Chief, Child Protection, said that the holistic approach involved systemic, upstream work on legal frameworks. She noted the important and growing role of partnerships, including with civil society actors, to address many of the child protection issues around the world. Acknowledging the widespread interest in protecting children affected by emergencies and armed conflict, she highlighted the organization's role within the Child Protection Working Group and noted that child protection was a significant part of the UNICEF Core Commitments for Children in Humanitarian Action.

Launch of the "Safe and Friendly Cities for All" joint programme initiative

111. The session was briefly suspended for the launch of the joint programme initiative of UN-Women, UN-Habitat and UNICEF. Panellists included Ms. Michele Bachelet, Executive Director of UN-Women, Ms. Cecilia Martinez, Director of the UN-Habitat New York Office, and Mr. Anthony Lake, Executive Director of UNICEF.

H. Adoption of draft decisions

112. The Executive Board adopted decisions 2011/7 through 2011/13 (see annex). The delegation of Bangladesh expressed appreciation for all the support given for the formulation and adoption of the decision on implementation of the Istanbul Programme of Action on Least Developed Countries.

I. Closing statements by the Executive Director and the President

113. The Executive Director thanked the Executive Board members for their constructive comments on the work of UNICEF. He noted that the organization was implementing the equity agenda with a focus on results, and stressed that such an approach included an increased emphasis on monitoring and analysis, in order to improve the performance of UNICEF. It was clear, he said, that the equity agenda was woven into all aspects of the organization's work, including gender equality and child protection, and that support for the equity agenda from partner Governments

was also evident in the discussions on the country programme documents and the field visit reports.

114. He thanked the delegations for their supportive statements on the organization's efforts to secure a critical mass of core resources, reiterating that UNICEF needed sufficient regular resources to achieve results for children. He reaffirmed the continuing commitment of senior management to support the Office of Ethics, and stressed that transparency would deepen the public's confidence in UNICEF. In conclusion, he thanked the members for their work in the informal meetings and noted that the vigorous informal debates had led to the adoption of decisions that preserved the sense of unity and common purpose that had characterized the formal meetings throughout the session.

115. The President expressed her appreciation to participants for their positive engagement and acknowledged the successful results of the session. She noted that a key dimension in the annual report and indeed in all aspects of the work of UNICEF was the focus on equity. The efforts of UNICEF on behalf of the most vulnerable children were all the more important, she said, because the gulf between the rich and the poor remained, particularly in the face of the continuing financial crisis and proliferating humanitarian emergencies.

116. Another important area she underscored was child protection, noting that the thematic discussion on that issue had revealed how important it was to promote the rights of the child, not only for the sake of the children but also for the sake of the societies they lived in. She stressed that it was the duty of all Member States to achieve universal ratification of the Convention on the Rights of the Child and its Optional Protocols. She concluded by urging Member States to increase their contributions to the core resources of UNICEF so that the organization could continue to fulfil its core commitments in protecting and promoting the rights of children.

Annex

Decisions adopted by the Executive Board at its 2011 annual session

2011/7
Report of the Office of Ethics

The Executive Board

1. *Takes note* of the report of the Office of Ethics of UNICEF (E/ICEF/2011/11);

2. *Recognizes* that the ethics office contributes to fostering a culture of ethics, integrity and accountability in the organization, and, in this regard, notes with appreciation the efforts of the ethics office in providing advice, guidance, protection from retaliation, review of financial disclosure statements, and training to the organization and staff;

3. *Encourages* the management of UNICEF to further strengthen the functions of its ethics office in its organization, and to provide sufficient resources for the ethics office to carry out its programme of work;

4. *Looks forward* to the consideration of future annual reports of the ethics office of UNICEF, pursuant to Executive Board decision 2010/18, particularly recommendations to management that will strengthen the organizational culture of integrity and compliance.

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2011/8
Draft country and common country programme documents

The Executive Board

Approves the aggregate indicative budget for the following country and common country programmes of cooperation:

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2011/*
Central and Eastern Europe and the Commonwealth of Independent States				
Albania	2012-2016	3 750 000	27 000 000	DCCP-ALB/1
Croatia	2012-2016		13 436 000	P/L.1
Kyrgyzstan	2012-2016	4 600 000	25 000 000	P/L.2
Montenegro	2012-2016	3 750 000	8 000 000	P/L.3 and Corr.1
Ukraine	2012-2016	4 075 000	18 000 000	P/L.4

Region/country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2011/*
East Asia and the Pacific				
Lao People's Democratic Republic	2012-2015	7 860 000	51 688 000	P/L.5
Mongolia	2012-2016	3 750 000	15 250 000	P/L.6
Philippines	2012-2016	15 495 000	70 000 000	P/L.7
Eastern and Southern Africa				
Ethiopia	2012-2015	160 212 000	286 985 000	P/L.8
Zimbabwe	2012-2015	19 004 000	320 724 000	P/L.9 and Corr.1
Middle East and North Africa				
Morocco	2012-2016	6 045 000	26 000 000	P/L.10
Oman	2012-2015	—	4 400 000	P/L.11
South Asia				
Bangladesh	2012-2016	112 410 000	333 000 000	P/L.14
The Americas and the Caribbean				
Chile	2012-2016	3 750 000	8 000 000	P/L.15
Eastern Caribbean — multi-country programme (Anguilla, Antigua and Barbuda, Barbados, British Virgin Islands, Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos Islands)	2012-2016	16 000 000	15 000 000	P/L.16
El Salvador	2012-2015	3 000 000	8 500 000	P/L.17
Honduras	2012-2016	3 750 000	10 000 000	P/L.19
Jamaica	2012-2016	3 750 000	10 100 000	P/L.20
West and Central Africa				
Central African Republic	2012-2016	19 315 000	60 000 000	P/L.21
Chad	2012-2016	56 585 000	95 000 000	P/L.22
Gabon	2012-2016	3 750 000	8 000 000	P/L.23
Gambia	2012-2016	5 355 000	15 000 000	P/L.24
Ghana	2012-2016	43 055 000	140 000 000	P/L.25
Mauritania	2012-2016	9 020 000	53 475 000	P/L.26
Sao Tome and Principe	2012-2016	3 750 000	2 500 000	P/L.27
Senegal	2012-2016	26 730 000	50 000 000	P/L.28

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23 June 2011

2011/9
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of the country programmes approved by the Executive Director, as indicated in table 1 to document E/ICEF/2011/P/L.29, for Belize, Bhutan, Guinea, Haiti, Madagascar, Republic of Moldova and Tunisia;

2. *Approves* the two-year extension for Paraguay and the second one-year extension for South Africa, as presented in table 2 to document E/ICEF/2011/P/L.29.

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2011/10
Least developed countries

The Executive Board

1. *Welcomes* the endorsement of the Istanbul Declaration (A/CONF.219/L.1) and the Programme of Action for the Least Developed Countries for the Decade 2011-2020 (A/CONF.219/3/Rev.1), hereinafter referred to as the Istanbul Programme of Action, by the General Assembly in its resolution 65/280 of 17 June 2011;

2. *Recalls* the fundamental characteristics of the operational activities of the United Nations as contained in General Assembly resolution 62/208 of 19 December 2007;

3. *Notes* the strong support given by UNICEF to the least developed countries;

4. *Stresses* the need for UNICEF to give special attention to the implementation of the Istanbul Programme of Action in its support of the least developed countries and in accordance with its mandate;

5. *Invites* the Executive Director to integrate, in close cooperation with the chair of the United Nations Development Group, the implementation of the Istanbul Programme of Action in the programme of UNICEF, as called for in the Istanbul Programme of Action, paragraph 153, and in General Assembly resolution 65/280, paragraph 2, and to report on its implementation as part of the annual report of the Executive Director.

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2011/11
Election of the Bureau of the Executive Board

The Executive Board

Recalling its Rules of Procedure and underlining the importance of their observance,

1. *Encourages* regional groups to recommend candidates for the Bureau of the Executive Board during the second regular session of 2011;

2. *Encourages* the Bureau to invite the recommended candidates mentioned in paragraph 1, above, to participate as observers in the monthly meetings of the Bureau in order to become better informed about the ongoing work and better prepared to execute their future functions in the Bureau;

3. *Decides* to convene in early January of each year, starting in 2012, the first meeting of its subsequent first regular session for the sole purpose of electing a new President and other members of the Bureau, in accordance with rule 11 of the Rules of Procedure;

4. *Requests* the Secretariat to ensure that the scheduling and organization of this additional meeting is done in consultation with the Department for General Assembly and Conference Management to ensure that conference services are provided within the existing entitlement of the Executive Board of UNICEF.

Annual session
23 June 2011

2011/12
Annual report of the Executive Director: progress and achievements against the medium-term strategic plan, 2006-2013

The Executive Board

1. *Takes note* of the annual report of the Executive Director of UNICEF on progress and achievements against the medium-term strategic plan, 2006-2013 (E/ICEF/2011/9), and its companion document, and acknowledges the significant results achieved in 2010;

2. *Reiterates* the need for UNICEF to continue to improve its results-oriented reporting to the Executive Board, including better, more systematic results reporting at an organizational level, demonstrating the contributions to national results, as set out in national priorities, and in this regard takes note, with appreciation, of the refocus on the equity approach, which could contribute to this end;

3. *Welcomes* the ongoing efforts to enhance results-based management, and in this regard, requests UNICEF, when preparing the medium-term strategic plan for 2014-2017, to continue to develop a robust results framework that demonstrate a complete results chain, with expected results at all levels, and looks forward to regular consultations with the members of the Executive Board on methodology,

including on measurable indicators, the format and results management and reporting on the UNICEF medium-term strategic plan for 2014-2017;

4. *Requests* UNICEF to present, at the first regular session of 2012, for approval by the Executive Board, a "road map" towards the medium-term strategic plan for 2014-2017, including the results-based management framework and indications of how this work relates to the integrated budget of UNICEF;

5. *Encourages* the Executive Director of UNICEF to continue to seek efficiencies by exercising budgetary discipline in the elaboration of the organization's draft biennial institutional budget for 2012-2013, while recognizing the need for adequate resources to implement the strategic plan;

6. *Requests* UNICEF, in future annual reports of the Executive Director, to introduce lessons learned and recommendations for future strategies of the organization, and to include descriptions of challenges and concrete steps taken to address them;

7. *Urges* UNICEF to continue to support the efforts of the Governments and other national partners to protect children from violence, abuse and exploitation, and encourages the sharing of information in this regard;

8. *Acknowledges* the importance of reporting on gender equality results in all focus areas, as well as, with reference to Executive Board decision 2010/21, on human resources management, including recruitment that takes into consideration the necessity of securing the highest standards of efficiency, competence and integrity, while paying due regard to recruiting on as wide a geographical basis as possible in accordance with Article 101, paragraph 3, of the Charter of the United Nations, and reiterates the request to comprehensively integrate the results in these issues in the annual report of the Executive Director.

Annual session
23 June 2011

2011/13
Report on the progress of gender equality work in UNICEF

The Executive Board

1. *Reaffirms* gender equality as one of the cross-cutting strategies of the medium-term strategic plan of UNICEF;

2. *Takes note with appreciation* of the report on the progress of gender equality work in UNICEF (E/ICEF/2011/10) and the steps taken to improve work on gender equality;

3. *Takes note* of the internal monitoring framework of UNICEF to measure progress in implementation of the gender equality policy in the work of UNICEF, and encourages UNICEF to integrate gender equality into programme processes, and emphasizes the need to ensure adequate financial and human resources for gender equality and empowerment of women, and requests UNICEF to present to the Executive Board information on the initial use of the gender equality marker in the report on the progress of gender equality work in UNICEF;

4. *Urges* UNICEF to make further improvements towards contributing to the achievement of gender equality results, and to report on the results of the contributions of UNICEF to improved gender equality in the context of the medium-term strategic plan;

5. *Takes note* of the independent review of the attention given to gender equality analysis and results of the work of UNICEF in country programme documents, and in this regard, requests UNICEF to continue to make improvements, including through, inter alia, appropriate quality assurance processes and gender equality expertise;

6. *Recommends* the strengthening of institutional accountability mechanisms, including, inter alia, management accountability for gender equality results, quality assurance throughout the planning and programming cycle, allocation of human and financial resources, access to appropriate gender equality expertise, including the use of local experts, and sex-disaggregated reporting on results;

7. *Urges* UNICEF to continue the improvement in staff capacity for gender analysis and the development of gender equality results and indicators across the programming areas of UNICEF, including the deployment of qualified specialists to provide leadership, guidance and expertise at country and regional levels;

8. *Urges* UNICEF to continue efforts by senior management to improve the integration of gender equality analysis and results in programming and policy at headquarters, regional and country levels, and also to improve targeted action;

9. *Requests* UNICEF to work closely with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), working as part of the United Nations country team, to advance gender equality and the empowerment of women on the basis of complementary and synergetic relationships in order to help to achieve national priorities and targets in the field of gender equality and the empowerment of women;

10. *Requests* UNICEF to continue to report on the progress of its gender equality work, in line with the strategic priority action plan for gender equality, during the annual session of the Executive Board, while taking into account the provisions of Executive Board decisions.

Annual session
23 June 2011